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ABSTRACT

Designed for a 6-day training session, this manual includes a 27-item reading list of references for letterwriting (five of them government publications), detailed instruction, and nine examples of good letters. Examples and exercises are provided on how to write as you talk, good and poor opening sentences, coherence, transitions and linking ideas, sentence strength and tone, use of simpler and more conversational words and phrases, and active-passive voice. Other topics covered include brevity, weak sentences, and use of semicolons. (HD)

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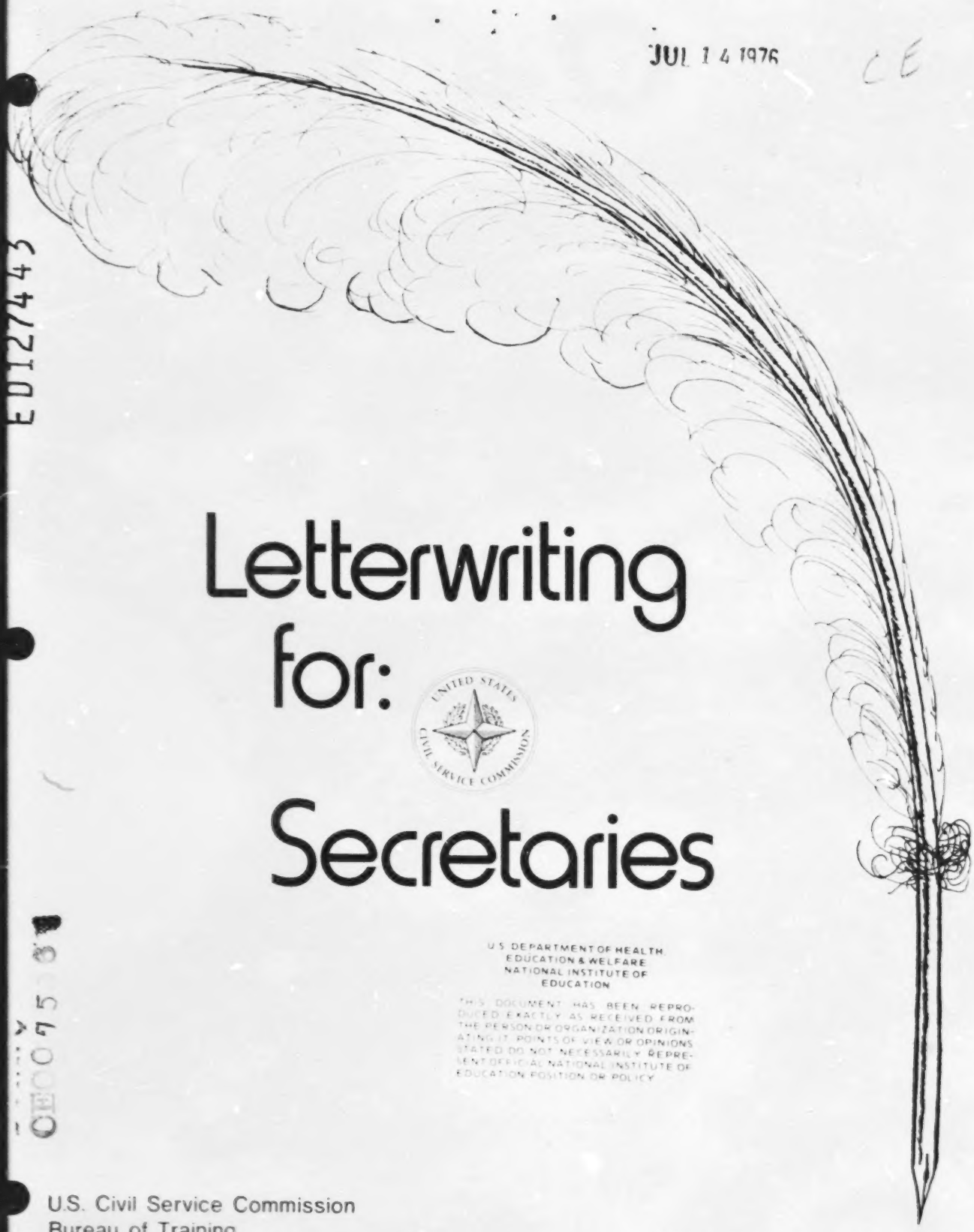

Letterwriting for: Secretaries

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2

STUDENT MANUAL

LETTERWRITING FOR SECRETARIES

Table of Contents

	PAGE
Agenda	1
Reading List	2
Write as You Talk	4
Opening the Letter	5
Acknowledgments: Poor Opening Sentences	9
Purpose: Good Opening Sentences	10
Bob Durkee Letter	11
Evaluation Form	12
Coherence	14
Transitions - Linking Ideas	16
Walt Simmons Letter	17
Sentence Strength	18
Tone	20
Affirmative Language: Good Tone	21
Spotting Good Letter Excerpts	22
Using Simpler, More Conversational Words and Phrases	24
The Specific Word	25
Active - Passive Exercise	26
Deductive - Inductive Approach	28
Ms. Featherston Letters	30
Mr. Houston Letter	31
Mr. Maynes Letter	32
Bud Letter	33
Mr. Morgan Letter	34
Honorable Robert F. Melody	35

CE 007 596

John Sargent 36

Memorandum: Venetian Blinds 37

Brevity 38

Weak Sentences 39

The Tobacco Tax 41

Mr. J. B. Prince 42

Effective Letters 43

The Useful Semicolom 45

Semicolons 46

"Routive" Mail 47

The San Francisco Speaker 48

AGENDA

LETTERWRITING FOR SECRETARIES

DAY 1

Lecturette
Filmstrip: "The Language of Letters"
Exercises

DAY 2

Film: Letterwriting at Work
Lecturette
Exercises
Case Letter
Begin Request Letters

DAY 3

Filmstrip: "Clear Business Writing"
Exercises
Request Letters Due

DAY 4

Film: Writing Letter That Get Results
Exercises
Case Letter
Assignment: A Reply Letter

DAY 5

Tone
Filmstrip: "Dear Mrs. Calvin"
Exercises

DAY 6

Exercises
Critiquing Request/Reply Letters
Wrap-up

READING LIST: LETTERWRITING FOR SECRETARIES

GOVERNMENT REFERENCES

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WRITE AS YOU TALK

The following discussion fits in with the subject of this lesson--conversational style in letter-writing. It was excerpted from Better Letters, a bulletin published by Manufacturers Hanover Trust Company.

Editor J. Harold Janis writes:

"One of our current intellectual idols is a Canadian professor famed for his obscure profundities about the 'electric media.' His name is Marshall McLuhan.

"We don't pretend to understand everything McLuhan says, but we are fascinated by his insistence that 'the medium is the message.' What he means, we think, is that every improvement in the technology of communication produces effects that are quite independent of the content of the message.

"Take business letters, for example. You may think of them as written communications, but since the advent of the typewriter, they are largely dictated, and this fact has led to a looser, more personal, more spontaneous style than business letters have displayed in their previous history. The ultimate consequence is a closer semblance of the rapport that one achieves in face-to-face communication.

"This theory of letter-writing, of course, represents an ideal. Unfortunately, there is a vestigial remnant of the pre-typewriter age--those correspondents who follow the formal style of writing instead of the informal style of speaking. Actually, it's of little consequence whether you dictate your letters or write your drafts by hand on a yellow pad. The point is that letters have now been long enough freed from the tyranny of writing to enable us to see how much better they are when they are spoken--or made to sound that way."

O P E N I N G T H E L E T T E R

PUTTING THE READER INTO THE PICTURE

Do you know why newspapers use headlines? To attract and hold the reader's interest to the extent that he will read the story that follows.

To the modern correspondent, the opening sentence of a business letter serves the same function as the newspaper headline. The good opening sentence stimulates the reader's interest, invites him to read the remainder of the letter, and most important, makes him receptive to the writer's ideas.

For both reader and writer, then, the opening is the most important part of the letter. If the opening fails, the whole letter may miss its mark.

ATTRACTING FAVORABLE ATTENTION

Psychologically, the best way to attract the reader's attention is to put him "into the picture" immediately. This is what composes the "You" attitude. Remember that we are already in the picture. Our letterhead is a conspicuous part of the letter--it is up to you to help the reader see himself in the letter from the very beginning.

Always keep in mind that the reader is first and foremost interested in himself--that is, his problems, his desires, his business. He does not want to wade through references to our institution, our opinions, or even our appreciation.

Notice how this letter features the writer--forces the reader to search for his place in the over all picture:

BAD EXAMPLE--(too much "We")

> We have received your letter on April 14, which we referred to our Auditing Department; and they tell us that we sent you the annuity on April 10.

On the other hand, the reader has no difficulty finding himself in this letter:

GOOD EXAMPLE--(mostly "You")

> After receiving your note of March 15 covering the service charges on your account, Mr. Johnson of this office called and discussed your account with you.

THE PROBLEM OF ACKNOWLEDGMENT

Traditionally, the first sentence of a letter is used for acknowledgment. This is due partly to courtesy, partly to the requirements of filing procedures (in both your office and the reader's).

How is this tradition to be reconciled with the new concept of interest-getting openings?

There is no conflict. Just remember that the acknowledgment alone is not enough to gain the reader's interest. The acknowledgment needs to be grounded in references to him, and, of course, the acknowledgment must be secondary to the letter's real message.

Instead of saying:

> We acknowledge with thanks your letter of June 15 enclosing a check for $25.80 in payment of your personal loan.

Insure reader interest by wording it this way:

> Thank you for your check for $25.80 received with your letter of June 15, in payment of your personal loan account.

Or, take this poor example:

> We acknowledge receipt of your communication of April 1, in which you advise us you would like to have a copy of our booklet "The Federal Woman's Program: A Point of View."

Improve it in this manner:

> We are enclosing the booklet "The Federal Women's Program: A Point of View" which you requested in your letter on April 1.

Utilizing the opening sentence to the best advantage is the problem facing every letter writer. Most successful letter writers agree that, while the variations are infinite, the techniques for opening a letter may be roughly divided into seven categories:

1. Start with a YOU or YOUR statement and put the reader squarely "in the picture":

> Your account has already been credited with the $65 mentioned in your letter of June 12.

> We sincerely appreciate your helpful suggestion for a change in our correspondence procedures. Ideas like yours help us in improving our service to the public.

2. Start with a summary statement concerning the letter being answered.

> Mr. Robert L. Johnson, subject of your letter of October 14, has been a customer of this bank for six years, and is favorably known to us.

3. Occasionally, use the newspaper style of opening, giving all important facts immediately. In using this method, you will be following correct newspaper practice and at the same time you will make use of Kipling's famous jingle: "I have six honest serving men, they taught me all I knew; their names are What and Why and When, and How and Where and Who."

> Robert W. Smith, referred to in your letter of January 30, is not the beneficiary under the trust of his trother, James J. Smith, although he is the officer employed by this bank for the last 10 years.

4. Make a definite or pertinent statement of interest to the reader:

> The exact title of my talk in Milwaukee will be "The First 18 Months of Chemotherapy."

> We have reviewed Mr. James Lyndon's case in response to your request of December 27, 19XX, and he will be considered as a candidate for the Work Release program.

5. Make a courteous request. This is especially effective where the reader has been remiss.

> Please let us know when the report concerning the data processing procedures which we discussed with you on Nov. 19, will be ready for distribution.

> Will you please let us know the results of your survey for a new branch to be located in the Shasta District.

6. Asking a question regarding the matter at hand is useful in collections, sales, and follow-up situations.

> Do you know that during the past few weeks checks drawn on your account have been returned because of "Insufficient Funds"?

7. Occasionally, a fresh, original opening (particularly to someone whom we know) will immediately arrest the reader's attention.

> It was a welcome change in a generally less than cheerful day to read your kind words and to know that you do not regret your decision to take advantage of Colonel Leggett's presence in Asia to advance your plans for regional cooperation in pursuit of President xxxxx's goals for South East Asia.

AVOID PARTICIPIAL OPENINGS

One of the most common errors to be found in the opening of many modern business letters is the participial opening--that is, beginning with words line referring, answering, replying, etc. Not only are such openings old-fashined but they also frequently trap the unwary into mistakes of construction and grammar. For instance, many writers desperately pad out such sentences with unnecessary words or close the sentence with a period without ever having put in a subject and a verb.

> Referring to your letter of January 16, wherein you point out that an error was made in your Social Security check. We wish to advise you that we have begun an investigation into the matter.

> Replying to your letter of May 18, regarding the patent request you state was sent to us on May 5, which we have no record of ever having received. Therefore, we request that the matter be checked and then again referred to us.

ACKNOWLEDGMENTS: POOR OPENING SENTENCES

1. Your letter of October 9, 19XX, addressed to the Secretary, in which you requested Maritime Subsidy Board approval, pursuant to Circular Letter No. 17-61, of a manning complement of 45 men, excluding cadets, on the SS PRESIDENT VAN BUREN (MA Design C4-S-60a) has been referred to this office for attention.

2. Gentlemen:

Reference is made to your letters of July 25, 19XX, and August 9, 19XX, addressed to Captain Jay White, President of ABC, Co., Inc., regarding the proposed stock exchange between XYZ and ABC, Co. shareholders of cumulative preferred stock for common stock.

3. Gentlemen:

With your letter of December 16, 19XX, you submitted, pursuant to Circular Letter No. 8-60, a copy of subject Memorandum of Understanding and requested, on behalf of American President Lines, Ltd., and The Oceanic Streamship Company, that it be reviewed for a determination of fair and reasonable cost.

4. Gentlemen:

This is in reply to your request for an extension of time for completing and filing your Annual Survey of Manufacturers report(s) (Form MA-100).

5. Dear Mr. Hansen:

This is in further reply to your letter of December 5, 19XX, requesting information on the tin industry in general and the U.S. Government's policy position toward the acquisition and disposal of stockpile tin.

6. Dear Miss Thomas:

This is in further reference to your letter of October 3, 19XX, questioning the import statistics for cameras having a photographic lens valued over 50 percent of value of article (TSUSA No. 722.1000) from Hong Kong for the first 6 months of 19XX.

7. The enclosed revised destination code and address file pertaining to Activity 23 is forwarded in accordance with DSA-DLSC Manual No. M4130.1 dated June 1, 19XX.

PURPOSE: GOOD OPENING SENTENCES

1. We regret having to return your Carrier Bill Number AF-70-10 and AF-70-11.

2. I am sending under separate cover the six copies of "Methodology of Load Forecasting," which you requested in your letter of October 16.

3. We have one blind third grade student in our program. We would like to know what talking books on magnetic tape are available.

4. At the first meeting of the Advisory Committee, Director Swift made it clear that it was important to have the staff of USIA reflective of the population in the United States.

5. The Special Subcommittee on Maritime Education and Training is concerned by an article appearing in the Daily Herald on Sunday, August 6, 19xx, entitled "War Cargoes Delayed by Short Crews."

6. A search of our records for the period requested in your letter of November 30, 19xx, fails to show any applications for patent filed in your name.

7. Thank you for your very attractive invitation and the information concerning the exhibition at the National Safety Congress. Unfortunately I will be unable to attend because of other commitments but I am looking forward to next April 19xx.

8. We have reviewed the new and revised UCFE-UCX procedures submitted to the national office by the Florida agency since our last review. The enclosed detailed comments are meant to assist the State agency in updating its procedures and not as a criticism of such procedures.

YOUR BOSS, MR. RICHARD CANNON, IS OUT OF TOWN. YOU FIND THIS NOTE FROM HIM IN YOUR IN-BASKET.

Friday

Hi:

Trying to catch my 5 o'clock plane to Chic. Take care of Bob Durkee's letter ~~problem~~ (dated last thurs.) for me. He's over at Labor Dept. 395 West Hamilton Blvd. Bu. of Apprenticeship and Trng., Wilkes Barre, Pa. 50732. He wants a copy of our "Guide to Record Retention Requirements". Send him a copy just as a courtesy time. Get the one that was reprinted in the Fed. Register. It's vol. 32 #41. But get him to write to Sup. of Documents, GPO, DC 20401, if he needs it again. In fact, tell him he ought to write to GPO any time he sees a ref. no. like the one he quoted - GS 4.107/a. Tell him to send check or money order along with order.

Thanks, R.C.

P.S. Send him his 40¢ back.

EVALUATION FORM

On the line below each item, rate it "yes" or "no." Explain your "no" so the letterwriter will know where she/he went wrong.

The Opening Sentence

1. --avoids routine or trite phrases in the first half

_____

2. --states the purpose

_____

3. --gives the "yes" response or "good news," if such is the case, early on. (If the letter does not require this kind of answer, leave the line below blank.)

_____

The Body

4. --develops the information sufficiently, avoiding too much unnecessary detail

_____

5. --uses language geared to the reader

_____

6. --uses some transition words to link ideas together

_____

7. --suggests good tone (personal, helpful)

_____

8. --is technically correct (spelling, punctuation, usage)

_____

9. --gives the "no" response or "bad news," if such is the case, later

_____

The Closing

10. --gives a clear, precise action idea, if one is needed

_____

11. --sounds cordial and "closing" rather than abrupt

_____

You can score your own performance. If number 9 or 10 is "no," just ignore that. Count all other "no" answers as ten each; add the "no's" up and subtract from 100.

COHERENCE -- LINKING IDEAS

Coherence within a paragraph (or a sentence) may be achieved by the use of connectives:

I. transitional words
II. transitional phrases
III. repetition of key words
IV. pronouns referring back to antecedent nouns

I. Transitional Words

At its simplest level, coherence within a paragraph may be achieved by the use of transitional words alone. There are three general kinds:

conjunctions		conjunctive adverbs		adverbs	
and	for	however	nevertheless	similarly	second
but	because	therefore	then	contrarily	next
or	if	consequently	so	likewise	finally
nor	unless	moreover	yet	first	
until					

All these show relations between sentences (or between parts of a sentence) within a paragraph and help tie together the main idea the paragraph presents.

Transitional words give a precise meaning to your sentence; so use them with care. They can:

add on to:			turn a corner or contradict:	
and	additionally	also	but	although
furthermore	besides	indeed	however	still
moreover	likewise	too	contrarily	yet
like	subsequently			

they can eliminate one of a set of paired ideas:

either, or
neither, nor (eliminates both)

they can express cause (reason) or effect (result):

because	accordingly
therefore	thus
consequently	hence

they can express condition:		or	time:	
although	unless		meanwhile	when
if	until		since	finally
even though			before	soon
			afterward	

II. Transitional Phrases

Transitional phrases work just like single transitional words to connect ideas. Some common ones are:

on the contrary	by the same token	in addition
for instance	at the same time	
on the other hand	a few days later	
for example	so long as	

Again, such connectives must be used with discrimination. They are signals to the reader that you are changing direction; and if you signal for a right turn and then turn left, confusion, or worse, will surely follow.

III. Repetition of Key Words

A third very common device for securing coherence within a paragraph is the deliberate repetition or re-echoing of key words. The repetition of key words or key sentence patterns may bind the sentences of a paragraph or the paragraphs of a letter or report into a tightly coherent unit.

IV. Pronouns

Pronouns substitute for nouns; they repeat the noun concept without repeating the word. Consequently, every pronoun forces the reader to think back to the antecedent noun, and by so doing, helps to bind together the parts of a paragraph. However, care must be taken to be sure that the pronoun reference will be immediately clear.

Coherence Between Paragraphs

Coherence between paragraphs is as important as coherence within the paragraph. The four devices used to secure coherence within the paragraph are also common between paragraphs: transitional words, transitional phrases, repetition of key words, and pronouns looking back to antecedent nouns in preceding paragraphs.

TRANSITIONS - LINKING IDEAS

1. My husband and I have worked long and hard to make our sheep ranch profitable, counting on an increasing demand for lamb with its growing popularity as a source of low-fat protein. Now we find that this demand is being filled increasingly by lamb from New Zealand. Because of this, prices are being held down--but our costs continue to rise. Therefore, we find that we are not receiving an adequate return on our investment.

2. We are now in process of making some of the changes you suggested. First, we have purchased 20 new, air-conditioned buses to help relieve the congested situation during rush hour. Secondly, all of our old buses are being furnished with air-conditioners. And finally, weather shelters are being installed at all major stops.

3. The initial invitation, DSC-3, requested that bids for furnishing certain marine sanitary facilities on a brand name or equal basis be submitted by August 16, 19XX. After bids had been opened, it was discovered that the brand name or equal clause required by paragraph 1-1.307-6(a)(2) of the Federal Procurement Regulations (FPR) had been inadvertently eliminated from the Supplemental Provisions of the invitation. In addition, the bid prices received exceeded the amount of funds available for the procurement. Consequently, the contracting officer canceled the invitation and revised the specifications by including the required brand name or equal clause and by deleting certain schedules of work. This was accomplished by the issuance of invitation DSC-4.

4. In your recent letter, you point out that imprisonment is not a satisfactory way to help those who have broken the laws of our society. We, too, have recognized this fact; and as you may already know, we have supported the many recent laws that authorize us to work with men in the community rather than to keep them confined. However, since so many offenders do not initially respond to efforts to help them, our courts have no alternative except to commit them. Therefore, we cannot turn them free as you suggest, because, in addition to being illegal, such an action would be a disservice not only to society but to the men as well.

5. Many instrumentation specialists are in complete agreement with the strong opinion expressed in your letter: namely, that the present state of reactor instrumentation and reactor instrumentation control systems leaves something to be desired from the standpoint of serviceability, performance, reliability, safety logic and other essential features. Partly for this reason, there has developed a considerable groundswell of sympathy for doing something positive to help remedy the situation. For instance, a [illegible] of encouragement has been received from the AEC's licensing people who are interested in using the instrumentation handbook as a vehicle for stressing good practice, providing a greater degree of coordination between designers and promoting coherency in systems instrumentation design. Therefore, while you have advanced strong opinions for not proceeding with the handbook, I believe, on the contrary, that some of your reasons could be used to justify going ahead with it.

YOUR BOSS, MR. RICHARD CANNON, IS OUT OF TOWN. YOU FIND THIS NOTE FROM HIM IN YOUR IN-BASKET.

Friday

Just thought about Walt Simmons' invitation. Drop a thank you to him for me. He's Exec. Sec. at Amer. Nat. Mental Health Society, 515 East Wacker Drive, Chic. 60611. He wants me to talk at the Nat. Conf. on Mental Health in Houston on 30th of next month. Tell him O.K.

Send him biographical sketch + photo he wanted. Haven't done a thing on speech, yet, AS YOU KNOW! so can't send him anything until I finish presentation. Tell him I'll send speech ASAP, but I can't send the 100 copies he's asked for. Tell him the wife's not going. After travel is firmed up, I'll let him know exact arrival time.

R.C.

SENTENCE STRENGTH

Make your verb prominent by putting a "doer" in the following sentences:

1. Gradual clearing of the land has been accomplished, and there is no likelihood of the necessity for further overtime arrangements by the Park Service.

2. A significant reduction in the costs of our operation was accomplished by the employment of more efficacious techniques of managerial procedures.

3. A more realistic distribution of the unbalanced case load has been installed in the operations of the Land Office and has resulted in an immeasurable improvement of the operations of the office.

4. Consummation of the agreement has been effected and the immediate commencement of the actual work of subject project is contemplated.

Give your sentence vitality by changing the noun form to a verb:

1. We will give consideration to the recommendations.

2. There is an expectation on our part of making a significant contribution.

3. We should render assistance to the members of the public.

4. The telephone company will make provisions for service to employees who have made a request for the necessary cable facilities.

GO ON A DIET!

BOIL DOWN CLAUSES

1. Information which is cumulative and which covers barter activities is contained in Press Release 3667-67, which is dated July 26, 19XX.

2. The pilot requested Mr. Jones, who is serving as co-pilot to him, to sign the reports.

3. Letters which are routine and which concern subjects of less urgency can often be answered by form or guide letters or by material which is published.

CUT DOWN ROUNDABOUT PHRASES

1. The final decision was in the nature of an ultimatum.

2. No decision was made in reference to the recommendation.

3. He presented his report on the occasion of the final meeting.

4. Arrangements have not been completed for provision of additional computer room space due to specifications for additional computer equipment having not been received.

TONE

Judge these sentences for good tone.

1. We need to hear from you about your decision on how to fill your opening for a filing clerk.

2. Can you tell us what you have decided about filling your opening for a filing clerk?

3. What are your plans for paying off your unpaid balance?

4. May we use this letter to discuss some plans for paying your unpaid balance?

5. Thank you so much for your prompt reply to our earlier letter.

6. We have received your prompt reply to our earlier letter.

7. We are confident that you will be interested in these new books on management principles.

8. You can help us clear up this difficult matter by signing the enclosed waivers.

9. To clear up this matter, you need only sign the enclosed waivers.

10. This letter outlines the steps to be taken in filing a claim.

11. You can complete your claim by following the steps outlined in this letter.

12. Your claim will be filed only when you have filled out the steps outlined in this letter.

13. May we have a moment of your time to discuss a matter which is causing us great concern?

14. May we have a moment of your time to discuss the important matter of your income tax?

15. This letter discusses the important matter of your income tax.

16. Your request for an appointment has been received and is being processed as rapidly as possible.

17. We will arrange an appointment at the earliest possible date as you requested.

AFFIRMATIVE LANGUAGE: GOOD TONE

Select the affirmative sentence from each pair below: (circle it)

1. The shipment had nothing missing.
2. The shipment was complete.

1. We were pleased with the results.
2. We were not displeased with the results.

1. The writing was not cluttered with clauses doing the work of adjectives in describing nouns.
2. The writing used adjectives (not clauses) to describe nouns.

1. The employees were uniformly excellent.
2. There was nothing mediocre about the employees.

1. Her recommendations had nothing derogatory from the previous supervisor.
2. Her previous supervisor had only complimentary comments in the recommendation.

1. The food in the cafeteria is not unsatisfactory.
2. The food in the cafeteria is satisfactory.

Which words have friendly, positive commotations? Put a check in front.

____ dependable	____ shirk	____ complaint
____ blatant	____ ignorant	____ easily
____ exaggerate	____ cooperate	____ discourteous
____ loyalty	____ unfortunate	____ efficient
____ fault	____ suspicious	____ dispute
____ neglect	____ satisfaction	____ complete
____ fail	____ ruin	____ effective
____ improvement	____ mutual	____ capable
____ permanent	____ informative	____ impossible
____ stagnant	____ alleged	____ desirable
____ exceptional	____ crisis	____ invaluable
____ implicate	____ discredit	____ superficial

SPOTTING GOOD LETTER EXCERPTS

In each problem (1) read carefully the two business-letter excerpts, each of which was drafted to take care of the same situation; (2) select the more effective paragraph; and (3) complete the statement following the paired excerpts, giving an intelligent reason for your choice in ten words or less.

1.

Excerpt A

We are writing this letter to let you know that there will be a meeting of The Straw Bosses at 8 p.m., Friday, January 9, and that you are invited to attend. It is the regular monthly meeting. If you come, you will hear a talk by Dr. Peter Lercara, who is the main speaker of the evening. The subject of his talk will be "Taboos and Tensions." This talk should be interesting because he is a distinguished psychiatrist and lecturer.

Excerpt B

Please come to the next regular meeting of The Straw Bosses, at 8 p.m., Friday, January 9. As featured speaker, the distinguished psychiatrist and lecturer, Dr. Peter Lercara, will share with us some interesting ideas on "Taboos and Tensions."

Excerpt _____ is more effective because

_____

_____

2.

Excerpt A

We have received your letter, Mr. Krell, voicing your criticism of our accounting and billing procedures. We are sorry that you don't like the way your account has been handled, and we feel that the changes you advocate could bring nothing but desirable results. Nevertheless, we shall take your suggestions under advisement.

Excerpt B

Your proposals for changes in our accounting and billing procedures are most interesting, Mr. Krell. We always welcome and thoroughly review suggestions such as yours with the hope that they will help us improve our current practices.

Excerpt _____ is more effective because

_____

_____

3.

Excerpt A

In the propinquity of time we envision converging upon the breakthrough level to finalize our preferential discrimination germane to the utilitarian accommodation of your Drayton Process to the exigencies of our establishment. Subsequently we shall summarily familarize you with the denouement.

Excerpt B

You will hear from us again just as soon as we have completed our study and have determined whether we can adapt your Drayton Process to our company's needs.

Excerpt _____ is more effective because

_____

_____

4.

Excerpt A

The letter you sent us a few days ago suggests to us that your secretary should use Snowden typewriter ribbons. We are enclosing a coupon that entitles your company to purchase the first two dozen Snowden ribbons at a 50 percent discount. If you use these ribbons, we know the results will be most satisfactory to you.

Excerpt B

Congratulations to your secretary on the attractive appearance of the letter you sent us a few days ago! Artistic typing of that caliber merits Snowden typewriter ribbons. Please use the enclosed coupon to purchase your first two dozen Snowden ribbons at a 50 percent discount. Both you and your secretary are sure to be delighted with the clearcut typing and long service you obtain with these quality ribbons.

Excerpt _____ is more effective because

_____

_____

USING SIMPLER, MORE CONVERSATIONAL WORDS AND PHRASES

Directions: On the lines below rewrite the sentences simply and concisely, substituting more conversational expressions.

1. Every effort will be made to expedite delivery as per our agreement.

_____

_____

2. May I take the liberty of thanking you for your esteemed communication of recent date.

_____

_____

3. We note your request and would state that, at our earliest convenience, we will communicate with you further about same.

_____

_____

4. Personages associated in membership were accorded the opportunity for personalized information seeking.

_____

_____

5. The Board instituted an application for supplemental time for perusal of your proposition.

_____

_____

6. Irrefutable is my pledge of instantaneous reportage of any materialization of significance.

_____

_____

THE SPECIFIC WORD

1. Think of a word as having a circle of meaning. A general word has a large circle. For instance, the circle of meaning for the verb "to travel" is large, encompassing such specific actions as walking, flying, or sailing. On the other hand, specific words have smaller circles of meaning. For instance, the specific verb "to crawl" stands for one type of traveling action. Look at this list.

   A. symbol
   B. exclamation point
   C. punctuation mark

Does each of these contain within its circle of meaning the marks "!" ?

_____

Which stands for this object most exactly? _____

Which stands for this object next most exactly? _____

Of the three, which is most general? _____

2. "General" and "specific" are relative terms, so it is not always easy to confidently attach these labels to some words. But in the following list, the distinction between specific and general words is fairly clear cut. Identify the specific words with a check mark in front.

a. effect	e. Peace Corps	i. very
b. rye bread	f. speech	j. great
c. idea	g. use	k. sew
d. communication	h. sticky	l. kick

3. A. silver certificate
   B. dollar bill
   C. unit of currency

   Each of these items contains within its circle of meaning the object, $1.

   Which stands for this object most exactly? _____

   Next most exactly? _____

   Least exactly? _____

   Whether you realize it or not, you now have a pretty thorough knowledge of the difference between specific and general words--that is, if you worked the frames properly and carefully.

ACTIVE-PASSIVE EXERCISE

Try to convert each sentence by putting a "doer" into the action. Make one up where there is none suggested. Where there are verbal nouns, transfer them to the verb form. It may not be necessary to re-write every word of every sentence; take short cuts.

1. Discussions have been held by OSI Detachment personnel covering the subject location.

   ---

2. The matter of additional circuitry for the two cities in North Carolina will be referred to our central office, since they are outside the boundaries of Region III.

   ---

3. Starting in October, data file maintainence (updating, editing, validity checking, etc.) is to be done by the Federal Reserve Bank in New York.

   ---

4. This inquiry is directed to the present status of the assigned acreage since our records indicate that no filings have been made to reflect the acquisition of the subject acreage.

   ---

5. Consideration has been given to your application for relief from the forfeiture of $5,000 incurred by reason of the navigation of the subject vessel in violation of Section 83.152 (e) of the Commission's rules.

   ---

6. Our internal review is now being performed and the usual examination of the accounts within the Office of the Secretary General is being made.

---

7. It is contemplated that when facilities can be made available in the future, the complementary research programs in nutrition and environmental medicine will logically be combined.

---

8. The content of the General Provisions and Project Specifications of NYC Agreements as revised May, 19XX, pertaining to the authorized period of operation, has been revised.

DEDUCTIVE - INDUCTIVE APPROACH

1. THE DEDUCTIVE ORDER SAYS "YES"

In the deductive order of presentation, the letter begins with a general conclusion and follows with supporting details.

There are two main reasons why a "Yes" or a favorable response should be indicated immediately, with the remainder of the letter given over to supporting detail. One, the reader should be told at once what he wants to know (the "You" attitude in action). Two, the favorable beginning puts him in a receptive frame of mind for the later message. Remember, having to wade through a whole letter to find if he has gotten what he asked for irritates a reader. What good is it to say "Yes" if you still have a disgruntled customer or contact?

The following letter, in spite of its attempt at a friendly tone, says "Yes" in such a grudging manner that the letter accomplishes very little.

> We have received your letter of June 11, stating that we seem to be crediting your deposits to another checking account--possibly that of someone with a similar name.
>
> We have referred your complaint to our Data Processing Department. They indicate that there is some confusion regarding your account. They are now running a careful audit in an attempt to straighten out this matter. We expect a report on the audit in the near future, and we will be able to discuss the matter with you in greater detail at that time.
>
> We are sorry about this confusion, but we trust that you can understand how something like this can happen. After all, in a large bank such as ours with thousands of customers, there will be a little mix-up now and then. We hope you have not been too badly inconvenienced.

In contrast, the following letter gives the expected apology but shows the bank in a good light.

> Thank you for your frank letter of June 11.
>
> We have checked with our Data Processing Department concerning your account, and we have found that the situation is exactly as you suspected: your account is being confused with that of a Mr. Ralph Smithson.
>
> We are making an immediate audit of both accounts to find out when the mix-up started, and to correct it. You will receive a complete report as soon as the figures are complete. In that way you will understand the adjustment (credit or debit) when it appears on your next bank statement.
>
> We appreciate the promptness with which you reported the situation. We have already adjusted our accounting procedure to make sure it will not happen again.

2. THE INDUCTIVE ORDER SAYS "NO"

In the inductive order of presentation, the letter starts with details and ends with a conclusion.

The reason for this order is readily seen. If we say "No" at the beginning, our reasons fall on deaf ears. If, on the other hand, we start with a friendly beginning (the "You" attitude) and present the why of our position first, the reader is led along to the final "No" in a receptive and understanding frame of mind.

Here is an example which probably left the customer as unhappy as before--and completely unconvinced:

> Your letter of December 7, concerning a returned check for $25.00, and $4.00 for return charges, was referred to me for reply.
>
> I am sure you can understand that we are not responsible for a deposit which, although made, was not yet credited to your account. When a check is drawn about the same time a deposit is made, it is not always possible for us to to credit your account in time to take care of the drawn check.
>
> Your check to Julian S. Duvall for $25.00 was presented for payment a short time after your deposit of $40.00 was made. Since your deposit had not yet been credited to your account, his check was refused payment.
>
> While we regret that this happened, we have no recourse except to debit your account with the $4.00 return charge.

Re-written, the same letter reads:

> It does seem logical to expect that after a deposit is made, a check can be drawn immediately against it. However, once a check is deposited, it takes some time (in some cases several hours) before that deposit is credited to your account. This is true because the deposit has to go through several channels before it is finally credited; and if the funds in it are insufficient to pay the check, then that check is returned.
>
> Because of these facts, we are sure you will understand why, in this instance, the $4.00 charge for insufficient funds was applied to your account.

This inductive approach is also the order of sequence that has been found to be the most successful in answering letters of complaint, or in explaining a change in procedure.

September 26, 19XX

Dear Ms. Featherston:

In your Suggestion No. A-25-202 dated August 29, 19XX, you proposed that the Sick Leave Certificate presented to employees of the Bureau of Accounts for accumulation of 1,000, 1,500 and 2,000 hours of sick leave be revised to show the monetary value of the accrued sick leave. You believe this would lend emphasis to the value of sick leave and would serve as an added incentive to other employees.

You suggestion was referred to the Personnel Administration Staff for evaluation. Adoption was recommended with a change in the wording in the Certificate and on Form BA-5413 to read "Worth $_____ *as insurance against loss of pay in case of extended illness (*at current salary rate)." The Bureau Committee concurs with the recommendation. Forms will be revised and sent out to all personnel offices in the Bureau in the near future. A $25 cash award based on intangible benefits has been approved.

Congratulations on your third adopted suggestion! We appreciate your interest in submitting your ideas for consideration under the Suggestion Program.

Very truly yours,

John Duncan Varda

Commissioner of Accounts

April 21, 19XX

Mr. William Houston
2750 Skyline Drive
Grandview, Missouri

Dear Mr. Houston:

President Americus has asked me to reply to your letter of March 21, 19XX, concerning the decision of a federal court in your personal injury case.

Although we would like to be of service to you, the Attorney General is authorized by statute to give legal advice only on questions arising in connection with the official business of agencies in the Executive Branch of the Federal Government. In addition, there is no way in which an officer of the Executive Branch could alter the determination of the federal court. Your own attorney would be in the best position to advise you as to whether any further legal steps would be feasible in your case.

I regret that we are unable to be of any help to you.

Sincerely,

Harvey M. Scott, Jr.

Harvey M. Scott, Jr.
Assistant Attorney General
for Administration

HMS:sos

35

December 23, 19XX

Mr. Douglas H. Maynes
11938 Large Street
Norwalk, California 90650

Dear Mr. Maynes:

Thank you for your letter requesting a transfer to the Sioux City station. It is helpful to know our peoples' preference for location of assignments. Sometimes we can be of help.

Whenever a vacancy occurs within a station that requires bringing in a grader to fill it from another area, the preference location roster maintained in the Washington office is checked. In this way, those who have requested a transfer to that area can be given consideration. Your name has been entered on the preference location roster so that you can be given consideration for Sioux City when a vacancy occurs there.

There are many things considered when transferring our people to fill vacancies. Among these are the cost to the Government in the movement of household goods, grader surplus conditions that may exist in other areas, and staffing conditions in the area in which the person requesting transfer is presently located. Also, consideration is given to the order in which requests for a particular area are received, reasons given for desiring the transfer, willingness of the employee to pay expenses involved, etc.

At present we have no knowledge of a vacancy in the immediate future at Sioux City, but you may be assured that should an opening become available, you will be given consideration for it.

Sincerely yours,

Elliot Powell

Elliot Powell
Chief, Meat Grading Branch
Livestock Division

EP:jeh

April 23, 19XX

Dear Bud:

As far as printed information goes, the Department has nothing that we can give you in helping you along in your chosen occupation as a milk inspector.

However, the following thoughts might help you in your future planning and thinking. As you finish out your high school education, take all the science (biology, chemistry and physics), mathematics, etc., that you can take. This will provide you with a solid background for college.

Also while in high school, you might want to participate in your local Future Farmer of America Chapter as it has for one of its projects the grading of milk and milking machine parts.

In all probability, you will want to pick a university with an Agriculture College that has a dairy or food technology program. This kind of college major will provide you with a strong background in chemistry, bacteriology, dairy science, dairy and food manufacturing and environmental sanitation.

Another good source of help would be your local county agent who could help you get acquainted with two different types of milk inspectors. One, who makes on the farm inspections; and the other, who makes dairy plant inspections.

Possible opportunities for employment after graduation would be with local boards of health, State boards of health, the Dairy Division of the USDA, the United States Public Health Service and the Food and Drug Administration of the US Department of Health, Education, and Welfare. Also many dairy companies and co-operatives employ fieldmen who work with the farmer on improving milk quality.

Good luck in obtaining your goal in your chosen career.

Sincerely,

Winston Willard

Winston Willard
Acting Chief

January 24, 19xx

Dear Mr. Morgan:

Thank you for transmitting the February 16, 19XX, letter from Mrs. Sorenson. She was concerned about the refusal of a grocer to sell imported hamburger meat for food coupons and the fact that another retailer, Arrow Market, does not accept food coupons at all.

We can well appreciate Mrs. Sorenson's concern at not being able to purchase imported hamburger meat for food coupons, because the Food Stamp Program is aimed at assisting low income people in purchasing food, and hamburger meat is inexpensive and does have a high nutritional content. However, program regulations prohibit the sale for food coupons of meat which a retailer knows is imported. This is in line with the Food Stamp Act of 1964 which specifically forbids the sale of imported meat and meat products. The reasoning behind this act is the Food Stamp Program is designed to strengthen America's agricultural economy while, at the same time, making its food abundance more fully available to low income people; the sale of imported food would not help to do this.

Concerning Mrs. Sorenson's distress that Arrow Market will not accept food coupons, we would like to point out that participation of food retailers in the Food Stamp Program is entirely voluntary. Our local representative has contacted this store in the past, following requests by food coupon recipients that the store be authorized so that they could use food coupons to purchase eligible foods there. Unfortunately, the store ownership has not expressed an interest in participating in the program.

We hope that this information will be helpful to Mrs. Sorenson.

Sincerely,

Frank Daniels

Mr. Frank Daniels
Director, Food Stamp Program

George Mulgrew
Your letter dated
August 29, 19XX

Honorable Robert F. Melody
United States Senate
Washington, DC 20510

Attention: Mrs. Statts

Dear Senator Melody:

As you were advised by Mr. Wilber F. Stead of the US Civil Service Commission, Washington, DC., your inquiry has been referred to this office for consideration and reply.

The Civil Service Commission considers the applications of all physically handicapped persons for any positions for which they can meet the experience and training requirements. Each handicapped person is evaluated in terms of his physical capacity to perform the duties of the position for which application is made. Standard medical guidelines have been established for the acceptance of applications which effectively match the physical capacity of the person with the physical demands of the job, with special attention to the degree to which the person has compensated for his limitations.

Mr. Mulgrew does not indicate the type of position for which he may be qualified. Thus, I am sorry we are not able to furnish specific information about employment opportunities at this time. We will be glad to advise him about opporutnities in the Federal Service if he will tell us the kind of job he is seeking and the locality in which he wishes to work. If he will also explain the nature of his disability, it will assist us in advising him concerning positions for which he may apply.

Further, as a disabled veteran, Mr. Mulgrew may be permitted to apply for some closed examinations as well as any open examinations for which he may be qualified.

Finally, Mr. Mulgrew may also obtain information concerning examinations which may be announced in his area from time to time by visiting the Examiner-in-Cherge of the Board of US Civil Service Examiners at the main Post Office in his city.

Please notify us if we can be of further assistance.

Sincerely yours,

George E. Miller
Acting Director

39

YOUR BOSS, RICHARD CANNON, IS OUT OF TOWN. YOU FIND THIS NOTE FROM HIM IN YOUR IN-BASKET.

Hi,

Draft a letter for my signature to Mr. John Sargent; (I've never met him but he's known to be a formal sort of guy.) Tell him I can't chair the seminar on personnel problems two weeks from now as promised. My wife's mother will undergo major surgery at that time. Joan will have to be there, so I'll have to remain at home with our wild kids in the evenings. (Polish this explanation up for Sargent.) Does he want my deputy, Bob Green, to substitute? If he'd rather go elsewhere, O.K. Tell him we can send Green's resume'. His experience is limited, but he's good with groups (or if he prefers, I could do it at a later date.) Explain that I called his office to talk to him about this but they said he could not be reached for the next four days. R.L.

M E M O R A N D U M

TO: All Employees

FROM: I. N. Neat, Director

SUBJECT: Appearance of FOB 30

This letter is a reminder to employee that Venetian blinds in the FOB building is to fully extended at all times. The angel of the blinds may be adjusted to permit admisssion of desired amounts of light.

To improve the appearance of the city, a concerted effort is being made by various segments of government thru out the Washington Area. The nation's capital hosts hundreds of thousands of visitors each year from all parts of the country and abroad, and Washington has earned the reputation in the past of being one of the world most beautiful citys. To maintain that reputation however a continuing effort bu all of us who live and work here is needed.

Some employees have persisted, despite previous requests, in rising the Venetian blinds in their offices to varying heights. This causes the building to present an uneven and unsightly apperance form the outside. Much effort has been expanded to attractively land-scape the area aound the building, and I am sure we have all enjoyed the trees, shrubs, and other plantings which contribute so much to a pleasant wotking environment.

It seems not too much to ask that we show sufficient pride in the appearance of the building itself ot correct the blotched affect which it often presents to outsiders

BREVITY

What is brevity? When is a piece of writing too long and when is it just right?

Lincoln's Gettsyburg Address uses only 267 words. The Golden Rule uses 11. The Ten Commandments have 75. Tolstoy's *War and Peace* uses many thousands of words, yet for over 85 years now, it seems that no reader has thought it too long.

The writer who determines 1) what type of reader he is trying to reach, and 2) exactly what he wants to say to that reader, cannot avoid being brief if he tells his story and only that. He will not use a three-page memo to tell a one-page story. Neither will he attempt to tell a three-page story in one.

Any communication is too long if it meanders through a forest of jumbled syntax and irrelevant ideas. It is too short if it omits anything – no matter how small – that the reader should know. For example, we ran across this sentence: "Pursuant to your recent telephone request, we have noted our records to the effect that receipts are to be sent to you each time a premium is paid by you on your policy." Too long. Why not "We will be glad to send you a receipt each time you pay a premium on your policy."

Brevity, however, is not a tyrant to which every other consideration must be sacrificed. Friendliness and the social graces deserve a place in most correspondence. What do you think about this sentence? "The premium paying period on your policy cannot be shortened if it is your desire to withdraw dividends." Isn't it more gracious to say, "We are glad to tell you that you have a choice. You may withdraw dividends on your policy, or you may leave them to accumulate, thus shortening the premium paying period – whichever you prefer."

What is the ideal? It is to say, as briefly as you can, what you want to say, in the spirit you want to convey. And then stop.

WEAK SENTENCES

These sentences need revision. They may be sentence fragments, overloaded sentences, or sentences that need combining or are combined incorrectly.

1. I took it upon myself to put out a personal memo for someone who felt they could do this work. I had several people come to see me. There was one girl, in particular, I liked quite well. She has the necessary qualifications. I think we should hire her.

2. Call me for your reservations. I make reservations by rail, air, ship, bus, hotel. I'll save you much time. I'll relieve you of many worries. You get all this service. I won't charge you an extra cent for it.

3. Assuring you that if you write to me personally, I'll see that your orders get the best possible service.

4. We are sorry to hear that your supervisor doesn't want to promote you and that you are doing above average work.

5. Many men who work hard all their lives trying to overcome poverty and achieve security.

_____

_____

_____

6. Your entry was one of the best we received, and we plan to have another contest early in September.

_____

_____

_____

7. When you receive our catalog, which should be within the week, you will notice our wide selections and reasonable prices, which are listed inside the back cover, and we hope you will then talk with Ed Browne, who represents us in your area and will help you in every way he can, or send us an order direct, whichever you prefer.

_____

_____

_____

_____

_____

_____

THE TOBACCO TAX

SITUATION: A taxpayer bought a package of smoking tobacco that did not carry a Federal tax stamp. He reported this to the proper Federal agency, thinking it to be a violation of the law. He did not know that it is now permissible for tobacco manufacturers to pay their tax by using a return instead of buying prepaid stamps.

REPLY:

Receipt is acknowledged of your letter of July 15 in which you informed us of your purchase of smoking tobacco in cans which did not have the Federal stamp affixed.

For many years the tobacco manufacturing industry had been desirous of eliminating the stamps as the means of paying the tax on their products. The stamp system involved prepayment of tax which caused the manufacturer to encumber a large amount of his capital.

After long and careful study, it was determined that the stamp could be eliminated without jeopardizing the revenue. Upon recommendation by the Treasury Department, the law was changed by the Congress to make provisions for the payment of tax by return. Under this system, it is legal for packages of tobacco products to be sold or delivered without the Federal stamp.

Occasionally stickers or labels which are somewhat similar in appearance to the former Federal tax stamp may be seen. For example, they are often utilized as closures on cigarette packages by the manufacturers.

You may be interested to know that the elimination of the use of Federal tax stamps has in no way reduced the revenue derived from the Tobacco industry. In fact, a recurring savings of approximately two million dollars per year in the cost of printing stamps is being realized by the Government.

Even though, in this instance, the absence of the tax stamp was legitimate, your interest and effort expended in behalf of the Government is appreciated.

November 3, 19XX

Mr. J. B. Prince
2237 K Street, NW.
Washington, D.C. 20023

Dear Sir:

Your purchase of unstamped smoking tobacco was legitimate.

A law has been passed recommending payment of tax by return, thus eliminating the Federal tax stamp on tobacco. The Government saved approximately 2-million dollars per year by this change and did not reduce the revenue derived from the tobacco industry. This law also satisfied the manufacturers. Occasionally one may see stickers or labels, similar to the former Federal tax stamp, but these are usually used by the manufacturers as closures on their products.

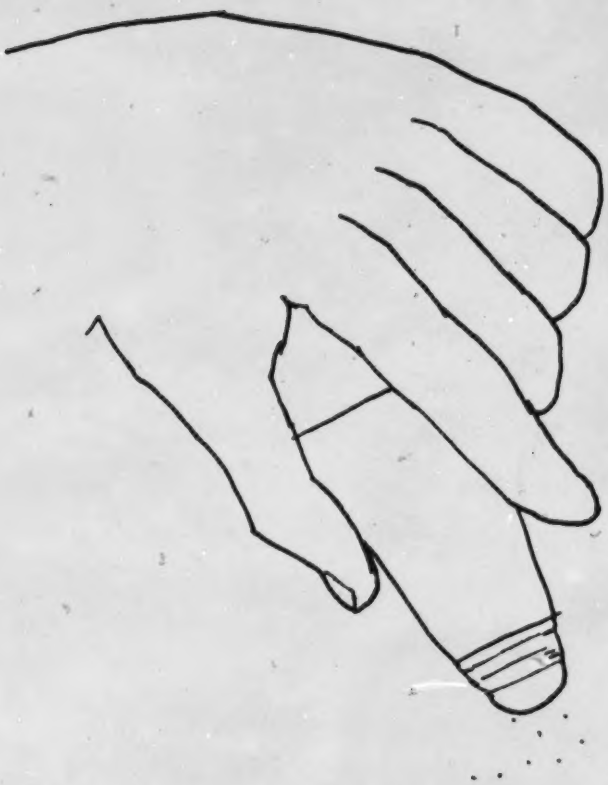
Thank you for your concern in behalf of the Government.

Sincerely yours,

John L. Gage

46

EFFECTIVE LETTERS



PLEASE EAT
THE ENCLOSED
PHOTOSTAT...

Policy owners can occasionally be wrong. And it's sometimes the job of the correspondent to tell them so. The question is--how?

Here's the way one correspondent recently handled this problem with a policy owner who had asked for his overdue dividend check:

> Dear Mr. Hill:
>
> Recently you wrote us claiming that you had not received a check for the dividends due May 1, 19XX. We immediately asked our records division to check into this. Today we received their reply.
>
> Attached is a photostat of the check issued May 1, 19XX, sh showing your endorsement on the back side. Please examine this photo and return it to our office with your reply.
>
> An envelope is enclosed for your convenience in returning the photo on or before July 1, 19XX.
>
> Sincerely yours,

We have an image of Mr. Hill. Trapped between the ironclad evidence of the photostat and the stern, uncompromising words of the letter, he cowers. He is wrong. The company is right.

THE USEFUL SEMICOLON

The semicolon is a separator, almost equal in strength to a period. Many feel that it is a stiff and formal mark and hesitate to use it. But a mark of punctuation is neither better nor worse than the company it keeps. With stiff and formal writing it <u>is</u> stiff and formal; but with easy, informal writing it lends pace, variety, and good coordination.

Following are valid applications of the semicolon:

1) To replace the period or conjunction between sentences whose ideas are closely related:

   Henry Pulham will not be able to attend the meeting; he will be at the Bureau Directors Conference that week.

   I wanted to interview the woman in the morning; in the afternoon the director would not be available to meet her.

2) To join sentences connected by a conjunctive adverb acting as a transitional element:

   Because of a limited supply, we may have difficulty sending you the 500 copies of the brochure that you asked for; however, we will send you as many copies as we can.

   The premium payment arrived 60 days late; therefore, the policy lapsed.

3) To clarify the separation of clauses in a formal or an informal series:

   The reasons for our more efficient production are three: we have more electronic aids in processing data; personnel is better trained than ever before; production procedures have been streamlined through our Methods Improvement Program.

   Among the speakers at the annual meeting were George Babbitt from the Chicago office; Tony Adverse, former deputy comptroller; and Dick Diver, supervisor of the San Francisco Brokerage Office.

4) When either half (independent clauses) of the sentence already contains a comma, dash, parenthesis or quotation marks:

   The paper was covered with erasures, blots, and strikeovers; but Jean was too tired to make a clean copy.

   You can take the milk train--slow, but safe; or you can take the express--swift, but dangerous.

   She was extremely efficient(too much so); and she finally drove the office to distraction.

   Henry Ford said history is "bunk"; but history provides man with a window onto the future.

SEMICOLONS

Determine if any of the following sentences need a semicolon. It is possible that they may contain other punctuation mistakes.

1. We in this agency (ASCS) are unable to aid you in your experimental operation, but we hope that the information above may be of assistance to you.

2. If the results were not submitted to the Commission for registration and issuance of a notice of rating, the test would have been unofficial, therefore, it would have been necessary to retake the test.

3. I assume the Civil Defense Agency is supported by Federal funds, therefore, can you tell me if a taxpayer is eligible for any financial assistance?

4. In the meantime, you can call extension 7513 to talk to our training officer who may help you in deciding what courses to take, or when you have time drop by our office, Room 2614, and we will be glad to talk to you.

5. We understand your concern with this ineligible rating, however, if she wishes, she may retake the examination.

6. I originally had insurance with you on a 1967, 4-door hardtop Chevrolet Impala, that policy was transferred in August to my present car--a 1972, 4-door Mercury Montego.

7. The basic goal of the office is to create change--change what we are now, into what we ought to be: an institution which can communicate with its constituents; respond to the needs of people; and be capable of flexibility in its responses.

8. Recent years have seen an almost complete switchover from vacuum-tube to transistor electronics in the reactor field as everywhere else, yet in general the chorus of complaints about the servicibility of reactor instrumentation has not noticeably diminished in volume.

YOUR BOSS, MR. RICHARD CANNON, IS OUT OF TOWN

Just before he left, Mr. Cannon asked you to notify all division secretaries about some new procedures for logging and control of "routine" mail. He's really annoyed about the failure to meet deadlines on this kind of correspondence. The last thing he said to you was "I intend to crack down on this thing! We're just not meeting deadlines the way we should."

Here are the new procedures:

a) All correspondence must be handled within 10 working days of receipt within the Agency.

b) Each division secretary will now have to notify your office (Chief of Administrative Services) of action taken and date. You will then send a little slip of colored paper to the secretaries to show the letters on which you're maintaining follow-up.

c) He also wants a careful review of appearance. He has especially noticed dropped letters, letters which are hard to read because evidently the keys are dirty, and improperly spaced lines. White House and Congressional correspondence will be handled as usual.

WRITE THE MEMO TO ALL DIVISION SECRETARIES.

THE SAN FRANCISCO SPEAKER

Dear Jack:

I have already informed you that I will speak before the group on the 12th of November.

In order that your notice may be sent out properly, I am enclosing an agenda fact sheet which contains the information that you will need. In addition, under separate cover I am sending you a photograph of myself that you may require for publicity or other purposes.

As you know, I will be coming to San Francisco especially for this meeting. Therefore I would hope that a proper audience will be provided, because I am sure you will agree with me that the agenda for my talk is not only interesting but informative and, I hope, profitable to those who will attend.

I will require a 16mm sound projector in order to show the film referred to on the agenda. Also I will need a slide projector (for 2" x 2" slides) as well as a screen for other items I will talk about. I hope these will be set up and tried before the meeting and that you can provide a confident person to operate both the film projector and slide projectors.

I do hope you will speak to your friend in the East Bay so he may be kept fully informed. I am enclosing a copy of this letter and all the attached material for you to forward to him.

I am looking forward to an early reply, and feel confident that my talk will be a good one. Kindest personal regards.

Sincerely,

48 ☆U.S. GOVERNMENT PRINTING OFFICE: 1975 633-102/73 1-3